



The Lean Leadership Paradox

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What Do We Know?

- Lean works

But,

- Enterprise-wide lean adoption is very rare
- Lean primarily considered a manufacturing thing
- Low awareness at C-level
- Often frustration at plant level

WHY?



Valued Leadership Traits

- Results oriented
- Hard driving
- Competitive
- Visionary





Valued Leadership Traits (Translated)

Results oriented:

- The end justifies the means
- Every dollar is the same
- Facts, data, process = excuses
- Reward ad hoc fixes and firefighting
- Stretch targets





Valued Leadership Traits (Translated)

Hard Driving:

- My way or the highway
- Find who is at fault
- Analysis = Excuses
- “That’s unacceptable”



Valued Leadership Traits (Translated)

Competitive:

- Self-motivated by personal objectives
- Zero sum – winners/losers
- Short term thinking
- Failures not tolerated



Valued Leadership Traits (Translated)

Visionary:

- Unrealistic objectives (stretch targets)
- Operates with low probabilities
- Doesn't listen or seek to understand
- Nothing to learn from others. Never question self.



How do lean leaders respond?

- Push policy deployment up the organization
- Expand into “Office Lean”
- Become victims
- Overcompensate with “respect for people” initiatives – soft lean





“Soft” Lean

Lean Thought for the Day *Thursday, March 12, 2015*

DETERMINATION

The only good luck many great men ever had was being born with the ability and determination to overcome bad luck.

- Channing Pollock

Lean Thought for the Day *Monday, March 2, 2015*

DETERMINATION

It was courage, faith, endurance and a dogged determination to surmount all obstacles that built this bridge.

Lean Thought for the Day *Wednesday, March 4, 2015*

DETERMINATION

The only way to find the limits of the possible is by going beyond them to the impossible.

- Arthur C. Clarke

Lean Thought for the Day *Friday, March 6, 2015*

DETERMINATION

A leader, once convinced that a particular course of action is the right one, must....be undaunted when the going gets tough.

- Ronald Reagan



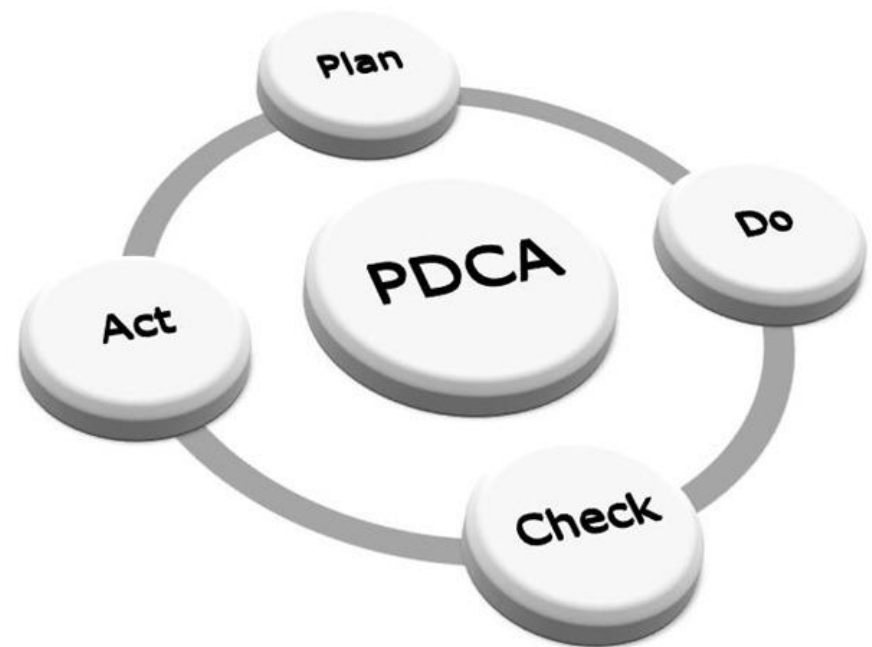
What is the alternative?



Lean Leadership Traits

- Results oriented
- Hard driving
- Competitive
- Visionary

A different paradigm...





Lean Leadership Traits

Results oriented:

- Measurement and trending – especially financial
- Achievable objectives
- Accountability for commitments
- Long term results



Lean Leadership Traits

Hard Driving:

- Never be satisfied with status quo
- Focus on the process
- Make tough people decisions
- Ask hard questions. Drill down.



Lean Leadership Traits

Competitive:

- Motivated by customers to beat competitors
- Find other ways to win
- Team success = individual success
- Lifelong training (learning)
- Failure = learning



Lean Leadership Traits

Visionary:

- Compelling picture of future state
- Not constrained by the past
- Link current activities to future state
- Vigilant for inflection opportunities



Thank You!

A link to the full conference survey will be emailed to you Tuesday afternoon.

Session Code: VS-1

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